

# Leadership

**Make money. Have fun. Be ethical. These are the three keys to a successful business career, given to me years ago by my boss. I've repeated them to everybody I've ever hired. Sometimes an eyebrow will go up. Ethics? Some people don't think of that as a necessary part of a first-day briefing. It's not in their frame of reference. And that's exactly what the problem is.**

**~ Don Peppers**

## Ethics

**Lesson Ten**

# 1. What is Ethics?

- A. Set of values established
- B. Study of the general nature of morals and specific moral choices
- C. Strict adherence to a code of behavior

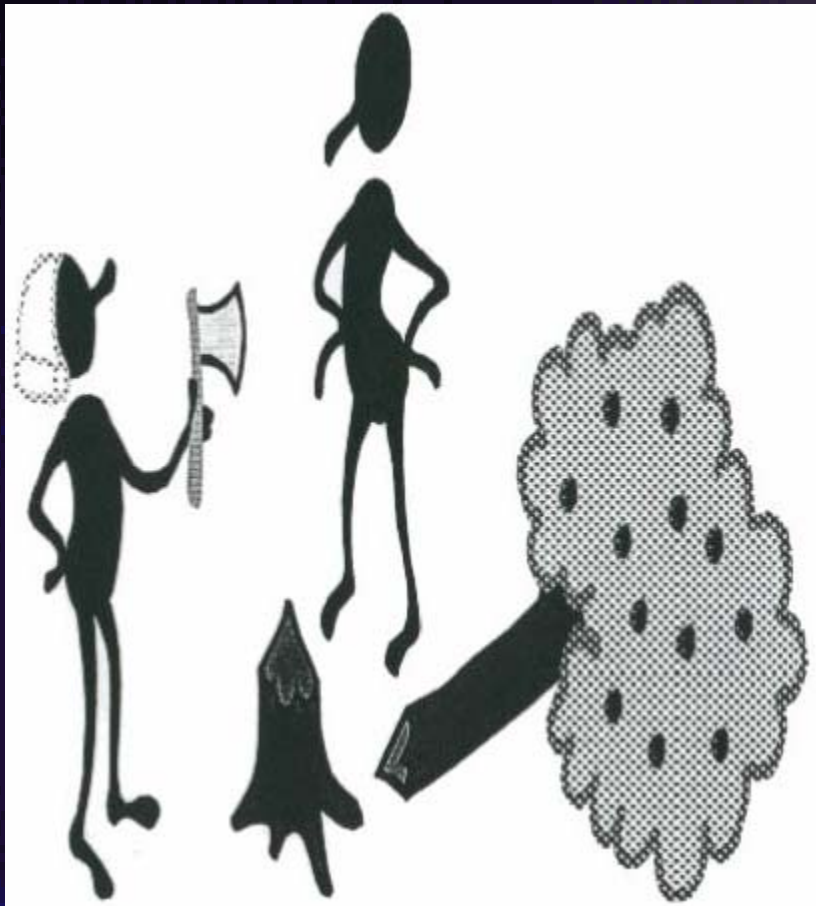




It's important that people know  
what you stand for. It's equally  
important that they know what  
you won't stand for.

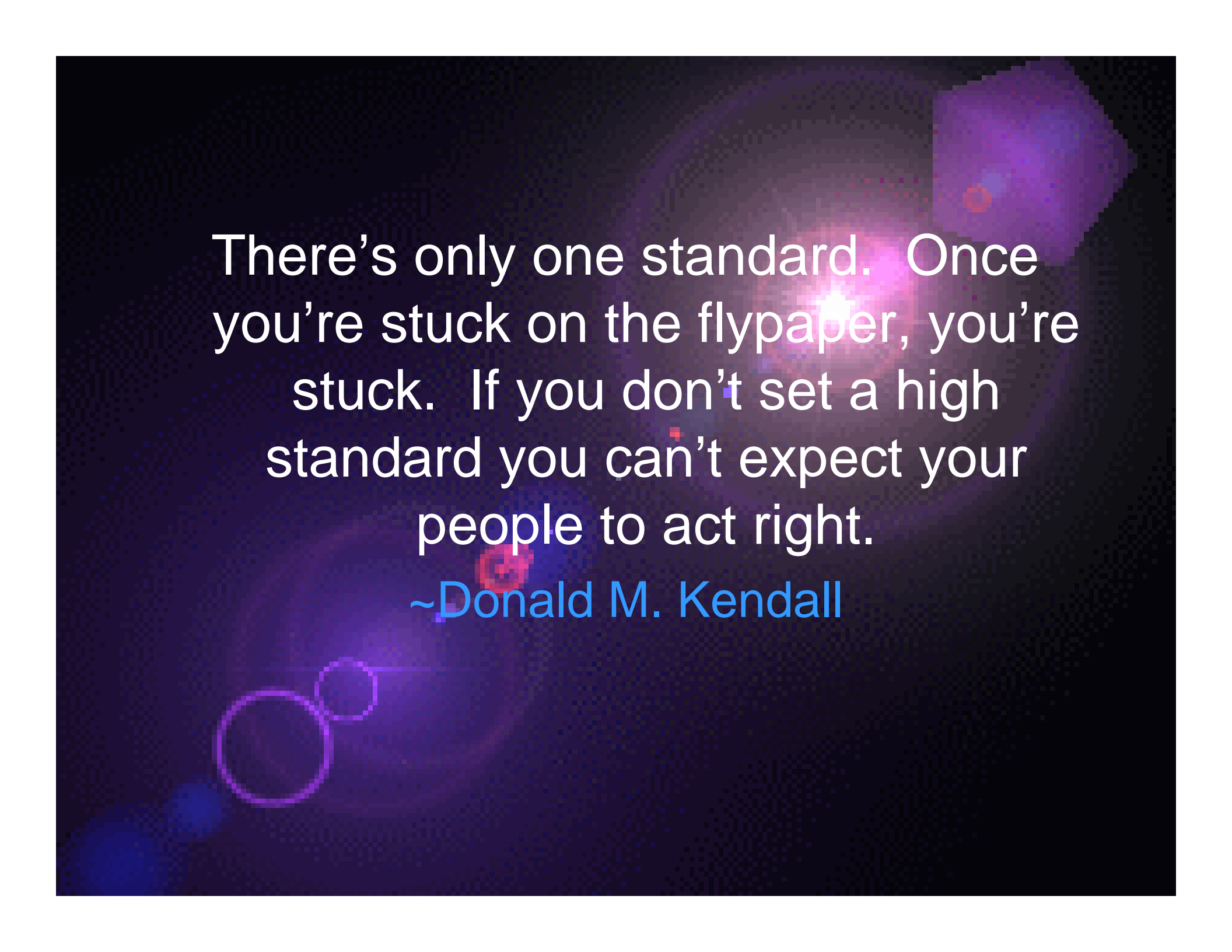
~Mary Waldrop

## 2. What is Social Responsibility?



A. Make choices  
and decisions that  
are helpful to  
society

B. Accountable for  
their actions

The background is a dark, textured surface with various light effects. There are several bright, out-of-focus light sources in shades of purple and blue, creating a bokeh effect. Some of these lights are surrounded by concentric circles or halos. The overall aesthetic is ethereal and modern.

There's only one standard. Once  
you're stuck on the flypaper, you're  
stuck. If you don't set a high  
standard you can't expect your  
people to act right.

~Donald M. Kendall

# 3. How Do You Set Ethical Standards?

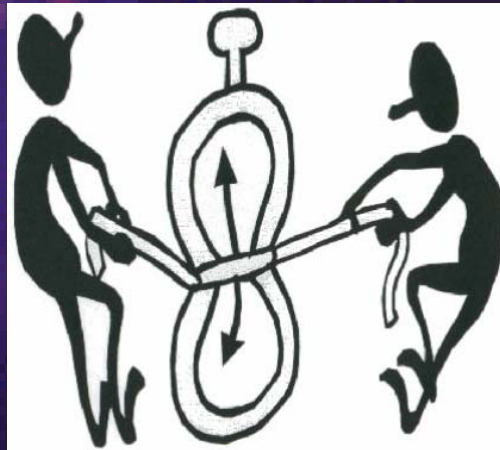
- A. Value system to guide the organization
- B. Variety of methods to assist in evaluating
  - C-1. Provide legal limits to govern situations
  - C-2. Personal integrity and moral sensitivity
  - C-3. Being genuinely concerned for others
  - D-1. Policies that require and prohibit specific practices
  - D-2. Everyone else does it this way

We need to stress that personal integrity is as important as executive skill in business dealings.... Setting an example from the top has a ripple effect throughout a business school or a corporation.... I have learned that the standards set at the top filter throughout a company....

~Russell E. Palmer

# 4. How Do You Solve Ethical Situations?

- A. Conflicts in values
- B. Guidelines are available
- C. Three-step ethics check



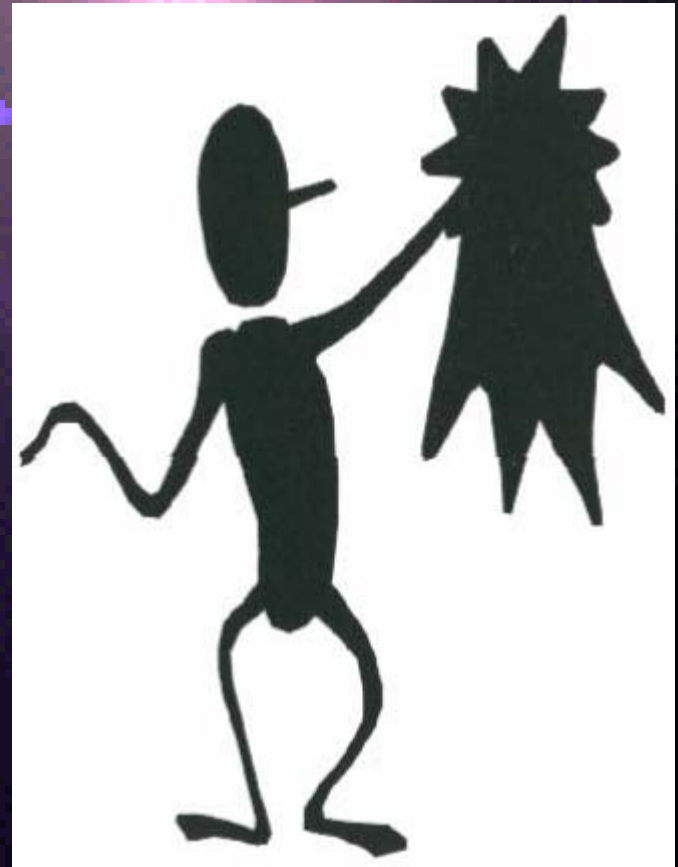


A company that fails to take steps to produce a climate conducive to positive work-related ethical attitudes may create a vacuum in which employees so predisposed may foster a frontier-style, everyone for themselves mentality.

~Professor Thomas Dunfee  
of the Wharton School

# 5. How Can Organizations and Leaders Improve Their Ethics?

- A. Use of unethical business practices
- B. Providing written guidelines
- C. Highest ranked leader



# The Man In The Glass

When you get what you want in your struggle for self and the world makes you king for a day, go to the mirror and look at yourself and see what that man has to say.

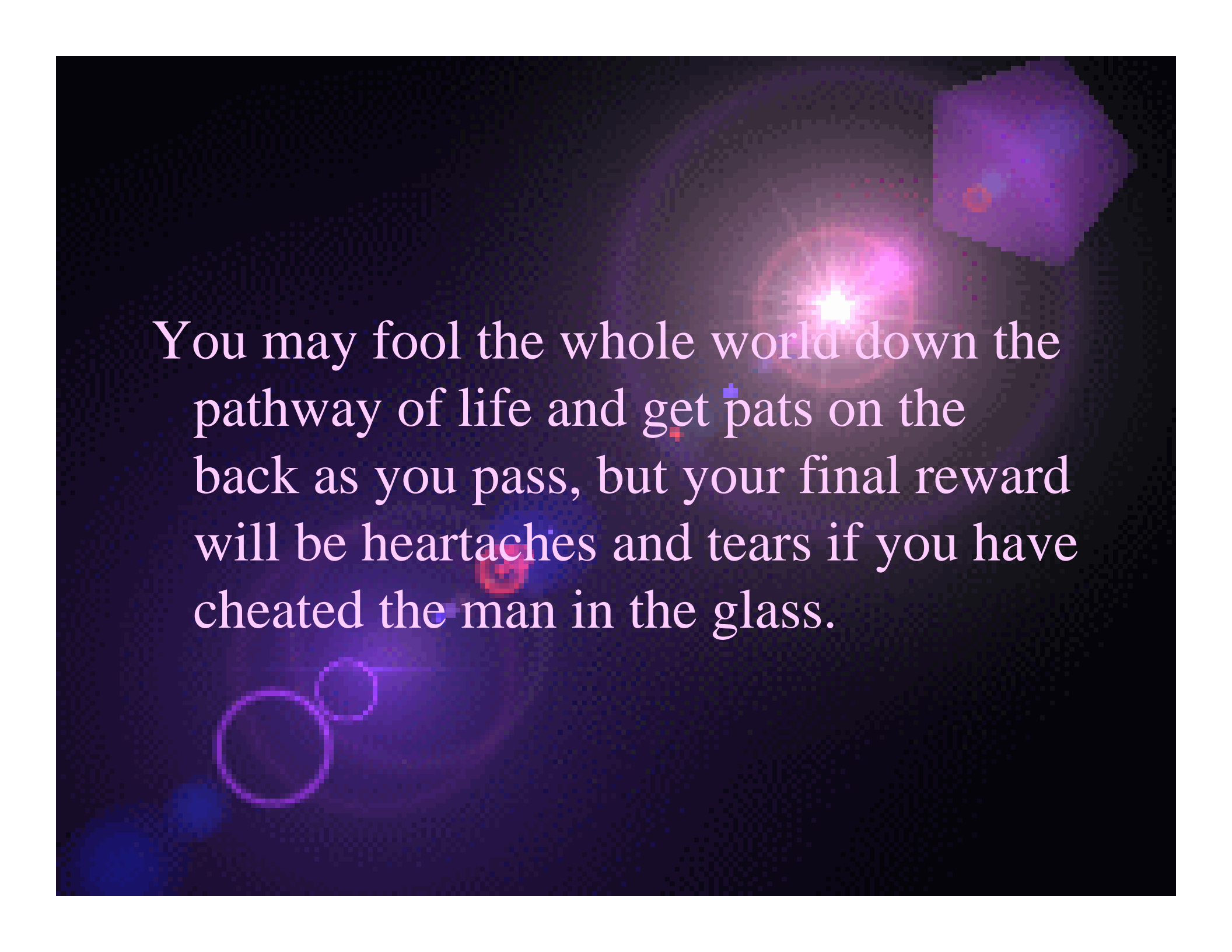
For it isn't your father or mother or wife whose judgment upon you must pass; the fellow whose verdict counts most in life is the one staring back from the glass.



Some people may think you are a straight-shooting chum and call you a wonderful guy, but the man in the glass says you're only a bum if you can't look him straight in the eye.

He's the fellow to please, never mind the rest, for he's with you clear up to the end. And you've passed your most dangerous, difficult test if the man in the glass is your friend.





You may fool the whole world down the  
pathway of life and get pats on the  
back as you pass, but your final reward  
will be heartaches and tears if you have  
cheated the man in the glass.

